

CHAPTER ONE

Introduction to Government Employment

Why not consider working for Uncle Sam? There are over 2,700,000 federal civilian employees, of whom half are now eligible for regular or early retirement. Over a million jobs must be filled as baby boomers say so long to their federal careers. I was at the front end of the baby boomer exodus and retired in 2004 at the age of 55 with 35½ years of service. My last position was manager of technical operations for the Federal Aviation Administration at Pittsburgh’s air traffic control tower. I know first-hand how rewarding a federal career can be, and was in my case. This book offers an insider’s perspective of what it takes to go from job hunter to hired and everything in between.

The average annual salary now exceeds \$67,186.

There are many reasons to consider federal employment. The average annual federal worker’s compensation, pay plus benefits, is **\$106,871** compared to **\$53,288** for the private sector.¹ Student loan payoff, relocation, and cash incentives are now offered for hard-to-fill positions and the benefits package is exceptional.

Each chapter lists objectives, as noted below, to present the key elements included in the chapter. The image to the right is used throughout this book to highlight points of interest.



CHAPTER OBJECTIVES

- ✎ Understanding the opportunities
- ✎ Determining the nature of federal employment, working conditions, occupations, training, outlook, pay and benefits
- ✎ What benefits to expect including retirement
- ✎ How to develop your career and get promoted
- ✎ What education and qualifications are required

¹ Bureau of Economic Analysis, National Income & Product Account Tables 6.2D and 6.5D, 2005.

It is difficult to imagine just how large the federal job market is until you compare it to its closest private-sector rival. Wal-Mart is the largest company worldwide, with annual sales of \$346.5 billion and 1.8 million workers. There are Wal-Marts and Sam's Clubs located in most metropolitan areas. Most people aren't aware that Uncle Sam employs **2,700,392** workers, almost a million more workers than Wal-Mart, and from 2001 through 2006 hired an average of **238,184** employees annually to replace workers who transferred to other jobs, retired, or stopped working for other reasons.² The **average annual salary for all pay plans was \$67,186 in 2005.**³ The U.S. government is the largest employer in the United States, hiring approximately 2 percent of the nation's civilian workforce.

Job hunters will find helpful information and resources in this book to research employment options, locate job vacancies, understand the federal job market, and apply for federal jobs. Numerous programs, options, and resources are reviewed and explained in detail, including:

- How to approach the federal sector and identify available recruitment incentives including the Student Loan Repayment Program that is now offered for hard-to-fill vacancies.
- How to complete and tailor federal-style résumés to the job announcement to obtain the highest rating and attract the selecting official's attention.
- Learn an easy and effective way to evaluate job announcements and write effective Knowledge, Skills, Abilities, and Other Characteristics (KSAOs) statements that are required for certain jobs.
- Most non-Postal Service federal jobs, over 80 percent, don't require written exams. Determine whether your occupation requires a written entrance exam and if one is required how to prepare for it.
- Over a thousand resources are listed, including interactive employment Web sites, contact numbers for personnel specialists, and 24-hour telephone job vacancy auto-response request lines.
- You will learn about the Student Educational Employment Program, veterans preference and the Veterans Recruitment Appointment (VRA) programs, hiring opportunities for the disabled, Post Office jobs, and much more.
- Prepare for interviews, learn about overseas job options, and law enforcement opportunities, and use our comprehensive agency directory and other resources to network and locate positions.

² The Fact Book, Federal Civilian Workforce Statistics, February 2005 and the new hire figures from OPM's Employment Cubes, for years 2005 and 2006, located at <http://www.fedscope.opm.gov/index.asp>.

³ Congressional Budget Office, Characteristics and Pay of Federal Civilian Employees, March 2007

*You need to know how to take
advantage of the federal hiring system
and recent changes to successfully land
the job you want in government.*

Excellent job opportunities are available for those who know how to tap this lucrative job market. All government hiring is based on performance and qualifications regardless of your gender, race, color, creed, religion, disability, or national origin. Where else can you apply for a high-paying entry-level job that offers employment at thousands of locations internationally, excellent career advancement opportunities, and careers in hundreds of occupations?

From 1996 through 2004 the federal government has hired as many as 1,092,888 people in 2000 and as few as 199,463 in 1996 nationwide.⁴ In the year 2000 over half of the new hires were temporary employees hired by the Census Bureau. Add another 40,000 Postal Service vacancies to that figure to see the total picture. Other vacancies exist in the legislative and judicial branches. Numerous job opportunities are available for those willing to seek them out.

Many additional opportunities will be created as those who are at or beyond retirement age opt to retire. Approximately 50 percent of the total workforce is now eligible for regular or early retirement; that's **1,340,000** vacancies.

The following statistical analysis will help you focus on just where the greatest opportunities are. The largest agencies are featured and their employment trends analyzed. Large agencies hire a broad spectrum of workers in hundreds of occupations. It's best to expand your search to as many agencies as possible to improve your chances.

Seven agencies, including the Postal Service, employ approximately 80 percent of the workforce, or 2,147,363 employees. Of the 88,700 overseas jobs, 72 percent, or 67,804, are U.S. citizens. The remaining overseas employees are foreign nationals. The changes from the previous Ninth Edition in Table 1-1 show that one of the largest departments decreased in size and five increased.. The Department of Homeland Security increased by 19,576 employees. Overall, the total employment decreased slightly, by less than 1 percent, while the Judicial branch decreased by 0.1 percent and the Legislative branch by 1 percent. The largest change was in the Treasury Department – from 126,408 workers in 2004 to 106,623 in 2005, for a loss of 20,582. Many of the positions were transferred to the Department of Homeland Security over the last several years.

⁴ The Fact Book – Federal Civilian Workforce Statistics, July 2006.

TABLE 1-1
The Six Largest Federal Departments

Total Workforce	2,700,392	100 %
Legislative branch	29,486	1.10 %
Judicial branch	33,760	1.30 %
USPS & PRC *	757,467	28.00 %
Executive (non-postal)	1,879,679	69.60 %
❶ Defense	677,744	
❷ Veterans Affairs	239,299	
❸ Homeland Security	154,100	
❹ Treasury	106,925	
❺ Justice	106,781	
❻ Agriculture	105,047	
All Other	389,783	

* The United States Postal Service (USPS) and the Postal Rate Commission (PRC).
Federal Civilian Workforce Statistics – September 2006

NATURE OF FEDERAL EMPLOYMENT

The federal government's essential duties include defending the United States from foreign aggression and terrorism, representing U.S. interests abroad, enforcing laws and regulations, and administering domestic programs and agencies.⁵ U.S. citizens are particularly aware of the federal government when they pay their income taxes each year, but they usually do not consider the government's role when they watch a weather forecast, purchase fresh and uncontaminated groceries, travel by highway or air, or make a deposit at their bank. Workers employed by the federal government play a vital role in these and many other aspects of our daily lives.

This book describes federal government civilian career opportunities, including jobs with the Postal Service (an independent agency of the federal government). Armed forces career opportunities are described in the current edition of the Occupational Outlook Handbook

⁵ The 2006-07 Career Guide to Industries, U.S. Department of Labor

Over 200 years ago, the founders of the United States gathered in Philadelphia to create a Constitution for a new national government and lay the foundation for self-governance. The Constitution of the United States, ratified by the last of the 13 original states in 1791, created the three branches of the federal government and granted certain powers and responsibilities to each. The legislative, judicial, and executive branches were created with equal powers but very different responsibilities that act to keep their powers in balance.

The legislative branch is responsible for forming and amending the legal structure of the nation. Its largest component is Congress, the primary U.S. legislative body, which is made up of the Senate and the House of Representatives. This body includes senators, representatives, their staffs, and various support workers. The legislative branch employs only about 2 percent of federal workers, nearly all of whom work in the Washington, D.C. area.

The judicial branch is responsible for interpreting the laws that the legislative branch enacts. The Supreme Court, the nation's definitive judicial body, makes the highest rulings. Its decisions usually follow the appeal of a decision made by the one of the regional Courts of Appeal, which hear cases appealed from U.S. District Courts, the Court of Appeals for the Federal Circuit, or state Supreme Courts. U.S. District Courts are located in each state and are the first to hear most cases under federal jurisdiction. The judicial branch employs about the same number of people as does the legislative branch, but its offices and employees are dispersed throughout the country.

Of the three branches, the executive branch — through the power vested by the Constitution in the office of the president — has the widest range of responsibilities. Consequently, it employed 96 percent of all federal civilian employees (excluding Postal Service workers) in 2006. The executive branch is composed of the Executive Office of the President, 15 executive Cabinet departments, including the newly created Department of Homeland Security, and nearly 90 independent agencies, each of which has clearly defined duties. The Executive Office of the President is composed of several offices and councils that aid the president in policy decisions. These include the Office of Management and Budget, which oversees the administration of the federal budget; the National Security Council, which advises the president on matters of national defense; and the Council of Economic Advisers, which makes economic policy recommendations.

Each of the 15 executive Cabinet departments administers programs that oversee an aspect of life in the United States. The highest departmental official of each Cabinet department, the secretary, is a member of the president's Cabinet. The 15 departments, listed by employment size, are listed below with a brief description and total employment.

Defense: (675,744) Manages the military forces that protect our country and its interests, including the Departments of the Army, Navy, and Air Force and a number of smaller agencies. The civilian workforce employed by the Department of Defense performs various support activities, such as payroll and public relations.

Veterans Affairs: (239,299) Administers programs to aid U.S. veterans and their families; runs the veterans hospital system, and operates our national cemeteries.

Homeland Security: (154,100) Works to prevent terrorist attacks within the United States; reduce vulnerability to terrorism; and minimize the damage from potential attacks and natural disasters. Conceived after the September 11, 2001 attacks and officially established in early 2003, the DHS includes new hires, as well as workers transferring from other agencies—mostly from within the Departments of Justice, Transportation, Agriculture, and the Treasury. Agencies are housed in one of four major directorates: Border and Transportation Security, Emergency Preparedness and Response, Science and Technology, and Information Analysis and Infrastructure Protection.

Treasury: (106,925) Regulates banks and other financial institutions, administers the public debt, prints currency, and collects federal income taxes.

Justice: (106,781) Enforces federal laws, prosecutes cases in federal courts, and runs federal prisons.

Agriculture: (105,047) Promotes U.S. agriculture domestically and internationally and sets standards governing quality, quantity, and labeling of food sold in the United States.

Interior: (72,274) Manages federal lands, including the national parks and forests; runs hydroelectric power systems; and promotes conservation of natural resources.

Health and Human Services: (61,163) Sponsors medical research; approves use of new drugs and medical devices; runs the Public Health Service; and administers Medicare.

Transportation: (53,865) Sets national transportation policy; plans and funds the construction of highways and mass transit systems; and regulates railroad, aviation, and maritime operations.

Commerce: (40,079) Forecasts the weather; charts the oceans; regulates patents and trademarks; conducts the Census; compiles statistics; and promotes U.S. economic growth by encouraging international trade.

State: (34,160) Oversees the nation's embassies and consulates; issues passports; monitors U.S. interests abroad; and represents the United States before international organizations.

Labor: (16,195) Enforces laws guaranteeing fair pay, workplace safety, and equal job opportunity; administers unemployment insurance; regulates pension funds; and collects and analyzes economic data through its Bureau of Labor Statistics.

Energy: (14,795) Coordinates the national use and provision of energy; oversees the production and disposal of nuclear weapons; and plans for future energy needs.

Housing and Urban Development: (9,935) Funds public housing projects; enforces equal housing laws; and insures and finances mortgages.

Education: (4,229) Provides scholarships, student loans, and aid to schools.

There are numerous independent agencies that perform tasks which fall between the jurisdictions of the executive departments, or that are more efficiently executed by an autonomous agency. Some smaller but well-known independent agencies include the Peace Corps, the Securities and Exchange Commission, and the Federal Communications Commission. Although the majority of these agencies are fairly small, employing fewer than 1,000 workers (many employ fewer than 100 workers), some are quite large. The largest independent agencies are:

- *Social Security Administration:* Operates various retirement and disability programs and Medicaid.
- *National Aeronautics and Space Administration:* Oversees aviation research and conducts exploration and research beyond the Earth's atmosphere.
- *Environmental Protection Agency:* Runs programs to control and reduce pollution of the nation's water, air, and lands.
- *Tennessee Valley Authority:* Operates the hydroelectric power system in the Tennessee River Valley.
- *General Services Administration:* Manages and protects federal government property and records.
- *Federal Deposit Insurance Corporation:* Maintains stability of and public confidence in the nation's financial system, by insuring deposits and promoting sound banking practices.

WORKING CONDITIONS

Due to the wide range of federal jobs, working conditions are equally variable. While most federal employees work in office buildings, hospitals, or laboratories, a large number also can be found at border crossings, airports, shipyards, military bases, construction sites, and national parks. Work environments vary from comfortable and relaxed to hazardous and stressful, such as those experienced by law enforcement officers, astronauts, and air traffic controllers.

The vast majority of federal employees work full time, often on flexible or “flexi-time” schedules that allow workers more control over their work schedules. Some agencies also offer telecommuting or “flexi-place” programs, which allow selected workers to perform some job duties at home or from regional centers.

Some federal workers spend much of their time away from the offices in which they are based. Inspectors or compliance officers, for example, often visit businesses and work sites to ensure that laws and regulations are obeyed. Some federal workers frequently travel long distances, spending days or weeks away from home. Auditors, for example, may spend weeks at a time in distant locations.

EMPLOYMENT

The federal government, including the U.S. Postal Service, employs about 2.7 million civilian workers, or about 2 percent of the nation’s workforce. The federal government is the nation’s single largest employer. Because data on employment in certain agencies cannot be released to the public for national security reasons, this total does not include employment for the Central Intelligence Agency, National Security Agency, Defense Intelligence Agency, and National Imagery and Mapping Agency.

The federal government makes an effort to have a workforce as diverse as the nation’s civilian labor force. The federal government serves as a model for all employers in abiding by equal employment opportunity legislation, which protects current and potential employees from discrimination based on race, color, religion, gender, national origin, disability, or age. The federal government also makes an effort to recruit and accommodate persons with disabilities.

Even though most federal departments and agencies are based in the Washington, D.C., area, fewer than 15 percent of federal employees worked in the vicinity of the nation’s capital in 2005. In addition to federal employees working throughout the United States, about 3 percent are assigned overseas, mostly in embassies or defense installations.

OCCUPATIONS

Although the federal government employs workers in every major occupational group, workers are not employed in the same proportions in which they are employed throughout the economy as a whole (Table 1-2). The analytical and technical nature of many government duties translates into a much higher proportion of professional, management, business, and financial occupations in the federal government, compared with most industries. Conversely, the government sells very little, so it employs relatively few sales workers.

Table 1-2

Percent distribution of employment in the federal government
and the private sector by major occupational group

Occupational Group	Federal Government	Private Sector
<i>Total</i>	<i>100</i>	<i>100</i>
Professional and related	32.8	19.9
Management, business, and financial	27.4	9.0
Office and administrative support	16.7	17.6
Service	10.6	19.3
Installation, maintenance, and repair	4.8	4.0
Transportation and materiel moving	3.1	7.2
Production	2.1	7.6
Construction and extraction	1.9	4.7
Sales and related	0.4	10.1
Farming, fishing and forestry	0.2	0.7

Professional and related occupations accounted for about one third of federal employment in 2006. The largest group of professional workers worked in life, physical, and social science occupations, such as biological scientists, conservation scientists and foresters, environmental scientists and geoscientists, and forest and conservation technicians. They do work such as determining the effects of drugs on living organisms, preventing fires in the national forests, and predicting earthquakes and hurricanes. The Department of Agriculture employed the vast majority of life scientists, but physical scientists were distributed throughout a variety of departments and agencies.

Many health professionals, such as licensed practical and licensed vocational nurses, registered nurses, and physicians and surgeons, were employed by the Department of Veterans Affairs (VA) in VA hospitals.

Large numbers of federal workers also held jobs as engineers, including aerospace, civil, computer hardware, electrical and electronics, industrial, mechanical, and nuclear engineers. Engineers were found in many departments of the executive branch, but they most commonly worked in the Department of Defense, the National Aeronautics and Space Administration, and the Department of Transportation. In general, they solve problems and provide advice on technical programs, such as building highway bridges or implementing agency-wide computer systems.

Computer specialists — primarily computer software engineers, network and computer systems analysts, and computer systems administrators — are employed throughout the federal government. They write computer programs, analyze problems related to data processing, and keep computer systems running smoothly. Many health professionals, such as registered nurses, physicians and surgeons, and licensed practical nurses are employed by the Department of Veterans Affairs (VA) in one of many VA hospitals.

Management, business, and financial workers made up about 27 percent of federal employment and were primarily responsible for overseeing operations. Managerial workers include a broad range of officials who, at the highest levels, may head federal agencies or programs. Middle managers, on the other hand, usually oversee one activity or aspect of a program. One management occupation — legislators — are responsible for passing and amending laws and overseeing the executive branch of the government. Within the federal government, legislators are entirely found in Congress.

Others occupations in this category are accountants and auditors, who prepare and analyze financial reports, review and record revenues and expenditures, and investigate operations for fraud and inefficiency. Purchasing agents handle federal purchases of supplies. Management analysts study government operations and systems and suggest improvements. These employees aid management staff with administrative duties. Administrative support workers in the federal government include secretaries and general office clerks. Purchasing agents handle federal purchases of supplies, and tax examiners, collectors, and revenue agents determine and collect taxes.

Management, business, and financial workers made up about 27 percent of federal employment.

Compared with the economy as a whole, workers in service occupations were relatively scarce in the federal government. About seven out of 10 federal workers in service occupations were protective service workers, such as detectives and criminal investigators, police and sheriff's patrol officers, and correctional officers and jailers. These workers protect the public from crime and oversee federal prisons.

Federally employed workers in installation, maintenance, and repair occupations include aircraft mechanics and service technicians who fix and maintain all types of aircraft. Also included are electrical and electronic equipment mechanics, installers, and repairers, who inspect, adjust, and repair electronic equipment such as industrial controls, transmitters, antennas, radar, radio, and navigation systems.

The federal government employed a relatively small number of workers in transportation; production; construction; sales and related; and farming, fishing, and forestry occupations. However, they employ almost all air traffic controllers in the country and a significant number of agricultural inspectors and bridge and lock tenders.

TRAINING AND ADVANCEMENT

In all but a few cases, applicants for federal jobs must be U.S. citizens. Applicants who are veterans of military service may also be able to claim veteran's preference status over other candidates with equal qualifications. For an increasing number of jobs requiring access to sensitive or classified materials, applicants must undergo a background investigation in order to obtain a security clearance. This investigation covers an individual's criminal, credit, and employment history, as well as other records. The scope of the investigation will vary, depending on the nature of the position in the government and the degree of harm that an individual in that position could cause. Generally, the higher the level of clearance needed, the greater the scope of the job.

The educational and training requirements for jobs in the federal government mirror those in the private sector for most major occupational groups. Many jobs in professional and related occupations, for example, require a four-year college degree. Some, such as engineers, physicians and surgeons, and biological and physical scientists, require a bachelor's or higher degree in a specific field of study. Because managers usually are promoted from professional occupations, most have at least a bachelor's degree. However, registered nurses and many technician occupations may be entered with two years of training after high school. Office and administrative support workers in the government usually need only a high school diploma, although any further training or experience, such as a junior college degree or a couple of years of relevant work experience, is an asset. Most federal jobs in other occupations require no more than a high school degree, although most departments and agencies prefer workers with vocational training or previous experience.

Once the person is employed, each federal department or agency determines its own training requirements and offers workers opportunities to improve job skills

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to advance to other jobs. These may include technical or skills training, tuition assistance or reimbursement, fellowship programs, and executive leadership and management training programs, seminars, and workshops. This training may be offered on the job, by another agency, or at local colleges and universities.

Advancement for most workers in the in the federal government is currently based on a system of occupational pay levels, or “grades,” although more departments and agencies are being granted waivers to experiment with different pay and promotion strategies. Workers typically enter the federal civil service at the starting grade for an occupation and begin a “career ladder” of promotions until they reach the full-performance grade for that occupation. This system provides for a limited number of noncompetitive promotions, which usually are awarded at regular intervals, assuming job performance is satisfactory. The exact pay grades associated with a job’s career track depend upon the occupation.

Typically, workers without a high school diploma who are hired as clerks start at grade 1, and high school graduates with no additional training hired at the same job start at grade 2 or 3. Entrants with some technical training or experience who are hired as technicians may start at grade 4. Those with a bachelor’s degree generally are hired in professional occupations, such as economist, with a career ladder that starts at grade 5 or 7, depending on academic achievement. Entrants with a master’s degree or Ph.D. may start at grade 9. Individuals with professional degrees may be hired at the grade 11 or 12 level. Those with a combination of education and substantive experience may be hired at higher grades than those with education alone.

New employees usually start at the first step of a grade; however, if the position in question is difficult to fill, entrants may receive somewhat higher pay or special rates. Almost all physician and engineer positions, for example, fall into this category.

Once non-supervisory federal workers reach the full-performance level of the career track, they usually receive periodic step increases within their grade if they are performing their job satisfactorily. They must compete for subsequent promotions, and advancement becomes more difficult. At this point, promotions occur as vacancies arise, and they are based solely on merit. In addition to within-grade longevity increases, federal workers are awarded bonuses for excellent job performance.

Workers who advance to managerial or supervisory positions may receive within-grade longevity increases, bonuses, and promotions to higher grades. The top managers in the federal civil service belong to the Senior Executive Service (SES), the highest positions that federal workers can reach without being specifically nominated by the president and confirmed by the U.S. Senate. Relatively few workers attain SES positions, and competition is intense. Bonus provisions for SES positions are even more performance-based than are those for lower-level positions. Because it is the headquarters for most federal agencies, the Washington, D.C. metropolitan area offers the best opportunities to advance to upper-level managerial and supervisory jobs.

OUTLOOK

Wage and salary employment in the federal government is projected to grow by 2.5 percent through the year 2014, while the salaried economy as a whole is expected to grow by 14 percent. Job growth generated by increased homeland security needs may be largely offset by projected slow growth or declines in other federal sectors due to governmental cost-cutting, the growing use of private contractors, and continuing devolution—the practice of turning over the development, implementation, and management of some programs of the federal government to state and local governments.

Staffing levels in government, while relatively stable in the short run, can be subject to change in the long run, due mainly to changes in public policies as legislated by Congress, which affect spending levels and hiring decisions for the various government departments and agencies. In general, over the coming decade, domestic programs are likely to see cuts in their budgets as Congress seeks to reduce the federal budget deficit, but the cuts will likely affect some agencies more than others. Any employment declines, however, generally will be carried out through attrition—simply not replacing workers who retire or leave the federal government for other reasons. Layoffs, called “reductions in force,” have occurred in the past, but they are uncommon and usually affect relatively few workers. In spite of this, there still will be numerous employment opportunities in many agencies, due to the need to replace workers who leave the workforce, retire, or accept employment elsewhere.

While there will be job openings in all types of jobs over the coming decade, demand will continue to grow for specialized workers in areas related to border and transportation security, emergency preparedness, public health, and information analysis.

A study by the Partnership for Public Service, which surveyed federal department and agency hiring needs for the 2005-2006 period, found that most of the new hires in the federal government will come in five major areas. They are: security, enforcement, and compliance, which includes inspectors, investigators, police officers, airport screeners, and prison guards; medical and public health fields; engineering and the sciences, including microbiologists, botanists, physicists, chemists, and veterinarians; program management and administration; and accounting, budget, and business, which includes revenue agents and tax examiners needed mainly by the Internal Revenue Service. The Department of Health and Human Services will need health insurance specialists and claims and customer service representatives to implement the Medicare prescription drug benefit. Patent examiners, Foreign Service officers, and lawyers also are in high demand.

The distribution of federal employment will continue to shift toward a higher proportion of professional, business and financial operations, and protective service workers. Employment declines will be the greatest among office and administrative support occupations and production occupations, due to increasing office automation and contracting out of these jobs.

Competition is expected for some federal positions, especially during times of economic uncertainty, when workers seek the stability of federal employment. In general, federal employment is considered to be relatively stable because it is not affected by cyclical fluctuations in the economy, as are employment levels in many construction, manufacturing, and other private sector industries.

GETTING STARTED

The Book of U.S. Government Jobs walks you through the federal hiring process. This book steers readers to highly informative government and private sector Internet Web sites, self-service job information centers, and telephone job hotlines, and it explores all facets of the federal job market.

Readers will find up-to-date information on how the federal employment system works from an insider's perspective, how to locate job announcements through various methods, and guidance on how to complete a federal application package that will get the attention of rating officials. You'll learn about special hiring programs for the physically challenged, veterans, students, and scholars, thousands of job opportunities, Civil Service Exam requirements, overseas jobs, Postal Service jobs, how to complete your employment application, and much more. Appendix A provides a comprehensive checklist that will take you through the entire federal employment process. Use Appendix A throughout your job search and visit <http://federaljobs.net>, this book's companion Web site, for book updates, valuable links, résumé and KSA services, qualification standards for all occupations, and for links to federal personnel Web sites that list tens of thousands of job announcements.

The five appendices include an easy-to-use federal job check list, complete lists of federal occupations, comprehensive agency summaries, an agency skills index, and contact lists including employment office addresses and phone numbers.

This book will guide you step-by-step through the federal employment process, from filling out your first employment application to locating job announcements, networking resources, and hiring agencies. Follow the guidelines set forth in this book to dramatically improve your chances of landing a federal job.

PAY AND BENEFITS

Job security, good pay, and an excellent retirement system are just a few of the top reasons most people seek federal employment. Others consider government careers because of desirable travel opportunities, training availability, diverse occupations, and the ability to locate jobs nationwide and overseas.

In an effort to give agencies more flexibility in how they pay their workers, there are now several different pay systems in effect or planning to be implemented over the next few years within the federal government. The two largest departments that are experimenting with new pay systems are the Departments of Defense and Homeland Security. A number of agencies like the Federal Aviation Administration implemented core compensation pay band systems as early as 1995. The new systems incorporate fewer, but wider, pay “bands,” instead of grade levels. Pay increases, under these new systems, are almost entirely based on performance, as opposed to length of service.

There are eight predominant pay systems. Approximately half of the workforce is under the General Schedule (GS) pay scale, 20 percent are paid under the Postal Service rates, and about 10 percent are paid under the Prevailing Rate Schedule (WG) Wage Grade classification. The remaining pay systems are for the Executive Schedule, Foreign Service, Special Salary Rates, and Nonappropriated Fund Instrumentalities pay scales, and Veterans Health Administration.

It is the case, however, that the majority of professional and administrative federal workers are still paid under the General Schedule (GS). The General Schedule, shown in Table 4, has 15 grades of pay for civilian white-collar and service workers, and smaller within-grade step increases that occur based on length of service and quality of performance. New employees usually start at the first step of a grade; however, if the position in question is difficult to fill, entrants may receive somewhat higher pay or special rates. Almost all physician and engineer positions, for example, fall into this category. In an effort to make federal pay more responsive to local labor market conditions, federal employees working in the continental U.S. receive locality pay. The specific amount of locality pay is determined by survey comparisons of private sector wage rates and federal wage rates in the relevant geographic area. At its highest level, locality pay can lead to an increase of as much as 26 percent above the base salary. Every January a pay adjustment tied to changes in private sector pay levels is divided between an across-the-board pay increase in the General Schedule and locality pay increases.

In December 2005, the average wage for full-time workers paid under the General Schedule was \$63,812. All pay plans, average pay was \$67,186. General attorneys, who earned \$105,557 on average — represented one of the higher paid occupations, while average income for nursing assistants was only about half the average for all occupations.

A number of agencies like the Federal Aviation Administration implemented core compensation pay band systems as early as 1995.

For those in craft, repair, operator, and laborer jobs, the Federal Wage System (FWS) is used to pay these workers. This schedule sets federal wages so that they are comparable to prevailing regional wage rates for similar types of jobs. As a result, wage rates paid under the FWS can vary significantly from one locality to another.

In addition to base pay and bonuses, federal employees may receive incentive awards. These one-time awards, ranging from \$25 to \$10,000, are bestowed for a significant suggestion, a special act or service, or sustained high job performance. Some workers also may receive “premium” pay, which is granted when the employee must work overtime, on holidays, on weekends, at night, or under hazardous conditions.

The 2007 “Base Rate” General Schedule (GS) pay chart is presented in this Chapter. Updated GS pay tables including all 32 Locality Pay Tables are posted on visit <http://federaljobs.net> — select “Pay Schedules” on the main menu. This site is the companion Web site for *The Book of U.S. Government Jobs* and many of this book’s resources and Web links are listed on this site to assist you with your job search. Updated pay tables are published on <http://federaljobs.net> the first week of January each year.

General Schedule (GS) pay varies from the GS-1 level at \$16,630 per annum to \$120,981 per annum at step 10 of the GS-15 grade, not including locality pay adjustments. The Senior Executive Service salary tops out at \$154,600 per annum. The president adjusts federal salaries to levels that are competitive with the private sector. The average annual salary for full-time non-postal employees increased to just over \$63,000 in 2007. Starting pay depends on the level of experience, education and complexity of the position applied for.

Locality Pay Tables

The General Schedule Base Pay Table shows the “base rate” that is used to establish each of the 32 *Locality Pay Tables*. If you work in an area that isn’t covered by a *Locality Area* your pay will be determined using the “Rest of the U.S.” table. The adjustment to the basic rate ranges from a 12.64% for the “Rest of the U.S.” to a high of 26.65% for the Houston, TX Locality Area.

Each GS grade has 10 pay steps. Currently, a GS-9 starts at \$38,824 for step 1 and reaches \$50,470 per year at step 10 (not including locality pay adjustments). At the GS-9 grade, each pay step adds \$1,294 to the annual salary. Pay steps are earned based on time in service and the employee's work performance. General Schedule employees are referred to as white-collar workers under the federal classification system. There are 32 locality pay areas. Visit <http://federaljobs.net> for specific locality pay information for your area. All of the 32 locality pay areas adjust the base salary in a range from 12.64% to 26.65%.

TABLE 1-3
Annual Salary Rates
2007 General Schedule (GS)

General Schedule (GS) Step Increases 1-10 in Dollars										
G S	1	2	3	4	5	6	7	8	9	10
1	16,630	17,185	17,739	18,289	18,842	19,167	19,713	20,264	20,286	20,798
2	18,698	19,142	19,761	20,286	20,512	21,115	21,718	22,321	22,924	23,527
3	20,401	21,081	21,761	22,441	23,121	23,801	24,481	25,161	25,841	26,521
4	22,902	23,665	24,428	25,191	21,954	26,717	27,480	28,243	29,006	29,769
5	25,623	26,477	27,331	28,185	29,039	29,839	30,747	31,601	32,455	33,309
6	28,562	29,514	30,466	31,418	32,370	33,322	34,274	35,226	36,178	37,130
7	31,740	32,798	33,856	34,914	35,972	37,030	38,088	39,146	40,204	41,262
8	35,151	36,323	37,495	38,667	39,839	41,011	42,183	43,355	44,527	45,699
9	38,824	40,118	41,412	42,706	44,000	45,294	46,588	47,882	49,176	50,470
10	42,755	44,180	45,605	47,030	48,455	49,880	51,305	52,730	54,155	55,580
11	46,974	48,540	50,106	51,672	53,238	54,804	56,370	57,936	59,502	61,068
12	56,301	58,178	60,055	61,932	63,809	65,686	67,563	69,440	71,317	73,194
13	66,951	69,183	71,415	73,647	75,879	78,111	80,343	82,575	84,807	87,039
14	79,115	81,752	84,389	87,026	89,663	92,300	94,937	97,574	100,211	102,848
15	93,063	96,165	99,267	102,369	105,471	108,573	111,675	114,777	117,879	120,981

Approximately 10 percent of total federal non-postal employment is classified under the Wage Grade (WG) blue-collar pay schedules. Wage Grade workers are placed in a five step pay system and the pay is based on competitive rates that are established by an annual wage survey. The Department of Defense employs the largest number of Wage Grade workers.

Sample of Wage Grade (WG) Occupations

WG-2502 Telephone Mechanic	WG-4204 Pipefitting
WG-2892 Aircraft Electrician	WG-4417 Offset Press Operating
WG-3314 Instrument Making	WG-4754 Cemetery Caretaking
WG-3502 Laboring	WG-5220 Shipwright
WG-3703 Welding	WG-5788 Deckhand
WG-3919 Television Equip.	WG-7304 Laundry Working
WG-4102 Painting	WG-7404 Cooking

See Appendix D for a complete list of WG occupations.

There are a number of special compensation systems that augment the general schedule. Physicians receive signing bonuses for a one-year continued-service agreement and additional bonuses for two years. The Federal Aviation Administration pays employees in safety-related careers under a “Core Compensation” multi-pay band system. Organizations such as the General Accounting Office (GAO), NASA, and the Commerce Department’s National Institute of Standards and Technology either are exempt from or have exceptions to the GS pay system.

The SES is a corps of men and women, composed of those who administer public programs at the top levels of federal government. Some positions include additional recruitment incentives. The SES programs and application guidance are included in Chapter Six.

Structure of the SES Pay System	Minimum	Maximum
Agencies with a Certified SES Performance Appraisal System	\$101,676	\$168,000
Agencies without a Certified SES Performance Appraisal System	\$111,676	\$154,600

Pay reform has been implemented to offset competitive hiring pressures from private industry and local governments. Agencies can now offer allowances and bonuses when recruiting, match salary within certain limits, and are authorized to pay interview travel expenses under certain circumstances.

Table 1-4**Average annual salaries for GS full-time workers**

Occupations (<i>Selected occupations</i>)	Salary
All Occupations	\$63,812
General attorney	105,577
General engineer	95,456
Financial management	95,257
Economist	89,441
Computer science	86,443
Chemistry	83,777
Statistician	81,262
Microbiology	80,798
Architecture	80,777
Criminal investigating	79,100
Information technology management	77,003
Accounting	74,907
Chaplain	74,730
Librarian	74,630
Mine safety and health	72,601
Ecology	72,021
Human resource management	71,232
Air traffic control	70,555
Budget analysis	67,767
Nurse	60,935
Engineering technician	60,543
Border patrol agent	56,297
Customs and border protection	53,533
Correctional officer	47,400
Legal assistant	42,279
Fire protection and prevention	41,061
Secretary	39,938
Police officer	39,579
Human resource assistant	36,576
Medical technician	35,536

SOURCE: U.S. Office of Personnel Management, 2005 & CBO Report

VACATION AND SICK LEAVE

All employees receive 10 paid holidays, 13 days of vacation for the first three years service, 20 days of vacation with three to 15 years of service, and 26 days after 15 years. Additionally, 13 sick days are accrued each year regardless of length of service and employees can carry over any sick leave accumulation to the next year. Many federal employees accrue sick leave balances of a year or more during their career. The author had 2100 hours of sick leave, just over one year, accumulated when he retired in 2004. He was able to exchange his sick leave balance for an increase in his annuity payment. Military time counts toward benefits. If you have three years of military service you begin with four weeks of paid vacation. Military service time counts toward civil service retirement.

HEALTH BENEFITS AND LIFE INSURANCE

Medical health plans and the Federal Employees' Group Life Insurance (FEGLI) programs are available to all employees. The Federal Employees Health Benefits (FEHB) plan is an employee-employer contribution system and includes fee-for-service, consumer-driven, point-of-service, and HMO options. The costs are reasonable and the coverage excellent.

In 2007 the federal government started offering comprehensive dental and vision care under the new Federal Employees Dental & Vision Insurance Program (FEDVIP). Coverage is available from a number of healthcare providers and is competitively priced with standard and high options. The FEGLI program offers low-cost term life insurance for the employee and basic coverage for the family. FEGLI offers up to five times the employee's salary in death benefits.

One of the primary benefits of federal employment is the satisfaction you experience from working in a challenging and rewarding job. Positions are available with the level of responsibility and authority that you desire.

RETIREMENT

The federal retirement system is currently based on the following: Social Security contributions, an annuity based on 1 percent for each year of service times your three highest earning years, Social Security offset if you meet certain conditions, and an employee contribution system fashioned after a 401k defined contribution plan. You can elect to contribute up to 15 percent of your salary into a THRIFT savings 401k plan. The government matches your contributions. Employees receive 1 percent automatically and they match the next 3 percent contributed by the employee and 50 cents per dollar for the next 2 percent contributed. Therefore, if you contribute a minimum of 5 percent Uncle Sam matches 5 percent. New hires should consider contributing a minimum of 5 percent to receive a 5 percent match from the government.

New hires should consider contributing a minimum of 5 percent to receive a 5 percent match.

Contributions are tax-deferred and reduce taxable income by the amount contributed. The retirement benefit is determined by the amount accumulated during the employee's career. This includes the interest earned and capital gains realized from the retirement fund. Visit <http://federaljobs.net/retire>, our retirement planning Web site, for complete information and details about the federal retirement system.

There are many withdrawal options, including lump sum and various fixed term annuities. The THRIFT plan contribution payout is in addition to your federal retirement annuity and Social Security benefits that you will be eligible for at retirement.

CAREER DEVELOPMENT

Each department or agency determines the training that is required and offers workers opportunities to improve job skills and to gain qualifications to advance to other jobs. Career development training includes technical or skills training, tuition assistance or reimbursement, fellows programs outlined in Chapter Three, and executive leadership and management training programs, seminars, and workshops. Training may be offered on the job, by another agency, or at local colleges and universities. Visit <http://fedcareer.info> for detailed information on the government's "Individual Development Plan" program.



Visit <http://fedcareer.info>
for career development guidance

Today there are many diverse opportunities for self-development and one of the major initiatives is online and computer-based instruction. Most agencies offer extensive online courses for skills improvement to career development. I encourage all federal employees to take advantage of these programs to enhance their promotion potential and to improve their skills. Some courses are required by the position. However, most are designed to improve job performance.

Starting in my early thirties I took advantage of many agency-sponsored training programs that helped me prepare for — and eventually be selected for — supervisory and management positions. I completed evening college courses receiving reimbursement for up to 50 percent of my tuition, attended seminars, signed up for agency correspondence courses, and volunteered for temporary and lateral assignments throughout my 35-year career. I used the courses to improve my writing, automation, organizational, and interpersonal skills to gain promotions. When I was assigned to complete a course project, I developed the project around an actual work issue and eventually presented the project plans to management in the form of proactive work improvement plans and suggestions.

I encourage all federal employees to take advantage of these programs to enhance their promotion potential and to improve their skills.

The improvement plans and suggestions attracted the attention of upper management, and I believe this is why I was selected for my first supervisory position at the early age of 35. I was selected from a group of applicants who had considerably more experience and were considerably older. However, I was selected due in part to my personal career development activities.

At each juncture of my career I used career development training to improve my productivity, soft skills — such as interpersonal behavior, management skills— and technical expertise. I developed comprehensive Individual Development Plans (IDPs) shortly after reporting for my first job with the Federal Aviation Administration in 1975 and revised my plan annually throughout my career. I believe this is why I was successful in working my way up through the ranks from a GS-0856-07 step 1 grade to my final senior management position when I retired in late 2004 from the Federal Aviation Administration (FAA). My last position was air traffic control tower technical operations manager for the FAA at the Greater Pittsburgh International Airport. Learn more about the IDP process at www.fedcareer.info.

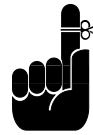
The federal government also offers college or graduate students employment training in the Presidential Management Fellows Program; college students may apply for one of the independent agency fellowships. More information on these programs are available in Chapter Three or contact your college's financial aid and placement office.

Federal Government Leadership Development Programs (FED LDP)

There are many government leadership programs available to help federal employees advance in their careers. Visit the Office of Personnel Management (OPM) Web site at <http://opm.gov/fedldp/index.aspx> for a comprehensive leadership program.

This site is the online home of the Catalogue of Federal Government Leadership Development Programs (Fed LDP). You will find a comprehensive searchable electronic library of programs offered by federal departments and agencies to foster the development of leadership skills in their employees. Information on programs can be found by searching the catalog by agency and/or pay level. Additional information can be accessed by selecting the URL or e-mail listed next to each program under *Get More Info*.

You will find extensive leadership programs in the form of conferences, seminars, residential courses, general coursework, developmental assignments, coaching initiatives, distance learning, lectures, mentoring, workshops, on-the-job training and much more. The programs are offered either to federal employees from specific agencies or to all federal employees, and there are opportunities for non-federal employees as well.



TYPES OF TRAINING

- Orientation Training (New Employees)
- Technical and Administrative Skills Training
- Professional Training
- Supervisory Training
- Executive and Management Training
- Career Development Training

Career development programs are offered by most agencies for target positions and personal long term career goals. Each agency offers its own unique programs. However, they are all authorized by the same federal regulations and many similarities exist between agencies. The following is a sampling of currently offered career development programs.

Career Development Program Examples

- **Aspiring Leaders Development Program** — A 12-month program designed to provide a series of developmental experiences for high potential employees. Participants remain in their current positions and attend program activities when scheduled. Participation in this program is based on a competitive selection process limited to individuals with at least one year in a position at the GS 7-12 levels or equivalent.
- **Individual Development Plans (IDP)** — This program offers employees the opportunity to sit down with their supervisor and design a personalized career development program. Training is provided to help the employee reach his/her goal. Training programs can include formal college courses at government expense. (*The amount of tuition reimbursement depends on availability of funds.*) Correspondence courses are also available and lateral work assignments are encouraged to provide exposure to diverse aspects of the target position. Correspondence, online, and computer-based instruction courses, and lateral assignments are available to provide exposure to skills necessary for the target position. Visit our site at <http://fedcareer.info> for detailed information on this program.

NOTE: Federal employees will benefit from the book titled “*Take Charge of Your Federal Career*,” published by Federal Employees News Digest. This book is a practical, action-oriented career management workbook for all federal employees that guides you step-by-step through the IDP process. It is available for \$17.95 plus shipping by calling 1-800-782-7424. Information about this title is available online at <http://fedcareer.info/>.

- **The Presidential Management Fellows Program (PMF)** — The PMF program, previously known as the Presidential Management Intern Program, provides a career starting point in the federal government for graduate students who have demonstrated a commitment to the management or analysis of public programs and policies. Graduate students must be nominated by their college or university and undergo an extensive screening process to be chosen as a fellow. Those selected enter at the GS-9 level and receive two years of formal and on-the-job training and career planning. Those who successfully complete the program are eligible for career appointments at the GS-12 level. Chapter Three includes more information on this program. Visit their Web site at <http://www.pmf.opm.gov> for more information.
- **Leadership Challenge Course** — A one-week self-development course whose primary target audience is non-supervisory employees. The course is intended to provide participants with the tools for developing a plan of action to improve their leadership skills. The course is framed around the OPM Leadership Competencies and is focused on the belief that all employees have leadership capabilities and can make a difference.

WHERE THE JOBS ARE

Fifteen Cabinet departments and more than 100 independent agencies compose the federal government system. These departments and agencies have offices in all corners of the world. The size of each agency varies considerably. The larger the agency, the more diverse the opportunities. Appendix C provides a comprehensive federal agency and department directory.

Agencies are like corporations in the sense that each agency has a headquarters office, typically located in Washington D.C., regional offices located around the country to manage large geographic areas, and many satellite offices to provide public services and to perform agency functions. A good example is the Social Security Administration, which has offices in most areas to administer the Social

*Appendix C
provides a
comprehensive
federal agency &
department
directory.*

Security program; manage disability claims, sign up those who retire at 62 and again at age 65 or older when they are required to elect Medicare B options, etc.

Jobs can be found in all parts of the country and overseas — even in places you might never imagine. Don't exclude any location regardless of size. In 1975 I was hired by the FAA to work at the Philipsburg Airport in central Pennsylvania. Philipsburg is a small town of 3,056 and I maintained navigational aids and communications facilities at the airport and the near by town of State College. One of the main reasons I was hired was that few bid on these remote-location jobs. If you want to be successful in your job search, expand your area of consideration. It took me three years to get trained and transfer back to my home town.

If you want to be successful in your job search, expand your area of consideration.

To locate potential employers and federal offices in your area, check the blue pages in your phone book, contact the regional Federal Executive Board — offices are listed in Appendix B — to obtain a comprehensive list of agency offices in your area, and start networking as described in Chapter four using the informational interview process outlined in that chapter. A comprehensive agency directory is available in Appendix C. Locate the agencies in your area to find out what potential jobs may be available or soon become available. Visit <http://federaljobs.net> and follow the links to 142 federal personnel offices and agency employment sites to explore available careers and locate job vacancies. Chapter three will take this one step further and show you how to find job vacancies throughout government and what jobs are available.

If you desire to travel, the government offers abundant opportunities to relocate within the 50 states and throughout the world.

If you desire to travel, the government offers abundant opportunities to relocate within the 50 states and overseas. Chapter eight provides information on overseas employment opportunities including qualifications, hiring agency contact information, and much more. Twelve federal agencies and departments offer employment abroad for more than 93,000 workers. The Department of Defense Dependent Schools system employ hundreds of teachers for military dependent schools overseas.

The Washington, D.C. area, including D.C., Maryland and Virginia, has the largest number of federal workers, 327,270, and Vermont the least with 3,831. All of the 315 Metropolitan Statistical Areas (MSA) in the U.S. and Puerto Rico have federal civilian employment as listed in the Central Personnel Data File. Small towns and rural areas outside of MSAs have approximately 18 percent of total non-postal federal workers.⁶ The actual number of federal civilian employees is greater

⁶ Federal Civilian Employment by State & Metropolitan Areas (CPDF)

than the above figures. The Defense Intelligence Agency, Central Intelligence Agency, and the National Security Agency do not release their data. Chapter Three provides job resources including Internet Web sites, magazines and newspapers that list thousands of national job openings, and job placement services. Special hiring programs are explained for Outstanding Scholars, and Appendix C provides a comprehensive agency contact list that includes national and regional personnel office contacts. Go to the employment page on <http://federaljobs.net> to link direct to 143 federal agency personnel offices that advertise jobs. These Web sites typically have up to 20,000 jobs listed at any given time.

EDUCATION REQUIREMENTS

In the federal government, 58 percent of all workers do not have a college degree. The level of required education is dependent upon the job applied for. Each job announcement lists needed skills and abilities including education and work experience. However, the more education and work experience you have, the more competitive you will be when ranked against other applicants. A sample qualification statement is presented in Chapter Two for administration and management positions. The majority of positions within the government have a published qualifications standard similar to the provided example.

You can review and download a specific qualification standard online at <http://federaljobs.net>, <http://opm.gov>, or visit your local Federal Depository Library. Many large college and private libraries are designated depository status and they can help you locate specific government publications including the Qualification Standards Handbook for General Schedule positions.

You can often substitute work experience for a college degree in many fields. For example, refer to the qualification standard in Chapter Two, and you will find that you can substitute three years, one year equivalent to at least a GS-4, of general work experience for a four-year course of study leading to a bachelor's degree. Many look at the job announcement and see "**Bachelor's Degree**" and pass up the job not knowing that three years general experience could qualify them for the position. If they would have only kept reading they would have discovered that fact in the job announcement. **READ** the entire job announcement, front to back, before eliminating the job from consideration.

Many look at the job announcement and see "Bachelor's Degree" and pass up the job not knowing that three years of general experience could qualify them for the position.

CAREER SEARCH

If you are uncertain about which career to enter or if a government job is right for you, *The Book of U.S. Government Jobs* is a good place to start. Chapter Four outlines detailed informational interviewing techniques that will help you investigate primary and alternate career paths, and the all new and expanded 10th Edition provides more than 1000 resources to help you make a connection. The Federal Jobs Checklist in Appendix A guides job seekers through the federal employment system from beginning to end.

There are many excellent resources available to assist you with your job hunt. A few select books and software programs are offered for sale by the publisher in the back of this book for your convenience. Books and services that we mention but don't offer for sale will have ordering information printed with the notation.

CIVIL SERVICE EXAM INTRODUCTION

Over 80 percent of all jobs do not require a written entrance exam. Uncle Sam rates most applicants through an extensive review of their work experience and/or education that is stated on their application or federal style résumé. Tests are required for specific groups including secretarial/clerical, air traffic control, law enforcement and certain entry level jobs. However, there are exceptions to those occupations as well. For example, if you apply for clerical positions with many agencies, they often waive the entrance exam and require you to fill out a comprehensive "*Occupational Questionnaire*" and you may also be able to self-certify your typing speed.

Chapter Five provides sample test questions and offers detailed testing information and guidance. You will also be able to determine if the occupation that you are applying for requires a written entrance exam. Outstanding scholars, college graduates with top grades, can be hired on the spot. Entry-level professional and administrative job applicants who graduate from a four-year college with a grade point average of 3.5 or above — on a 4.0 scale — can be hired without competition if the applicant impresses agency recruiters with experience and technical abilities during an interview.

TABLE 1-5
FEDERAL EMPLOYMENT BY STATE — SEPTEMBER 2006

Non-Postal

STATE	TOTAL	STATE	TOTAL
Alabama	36,064	Nevada	10,065
Alaska	12,995	New Hampshire	3,997
Arizona	36,216	New Jersey	28,243
Arkansas	13,415	New Mexico	24,139
California	149,146	New York	62,204
Colorado	35,909	North Carolina	36,071
Connecticut	7,737	North Dakota	6,091
Delaware	3,087	Ohio	44,423
Florida	76,428	Oklahoma	20,380
Georgia	68,498	Oregon	20,380
Hawaii	22,186	Pennsylvania	64,166
Idaho	9,731	Rhode Island	6,503
Illinois	45,222	South Carolina	18,746
Indiana	20,463	South Dakota	7,936
Iowa	8,494	Tennessee	25,488
Kansas	16,506	Texas	118,225
Kentucky	21,767	Utah	29,226
Louisiana	20,125	Vermont	3,831
Maine	9,824	Virginia	124,791
Maryland	110,960	Washington	49,728
Massachusetts	26,034	Washington, D.C.	148,042
Michigan	11,211	West Virginia	14,067
Minnesota	16,241	Wisconsin	13,279
Mississippi	18,437	Wyoming	5,809
Missouri	32,472	Overseas	88,700
Montana	11,201	*Unspecified	37,082
Nebraska	9,549		